



**34XX OCCUPATIONAL
FIELD BRIEF
2004 SENIOR FINANCIAL
MANAGEMENT CONFERENCE
Overland Park, KS**

**Major Melvin L. Chattman
34XX MOS Specialist
COMM (703) 614-2539
DSN 224-2539**

RFF, P&R

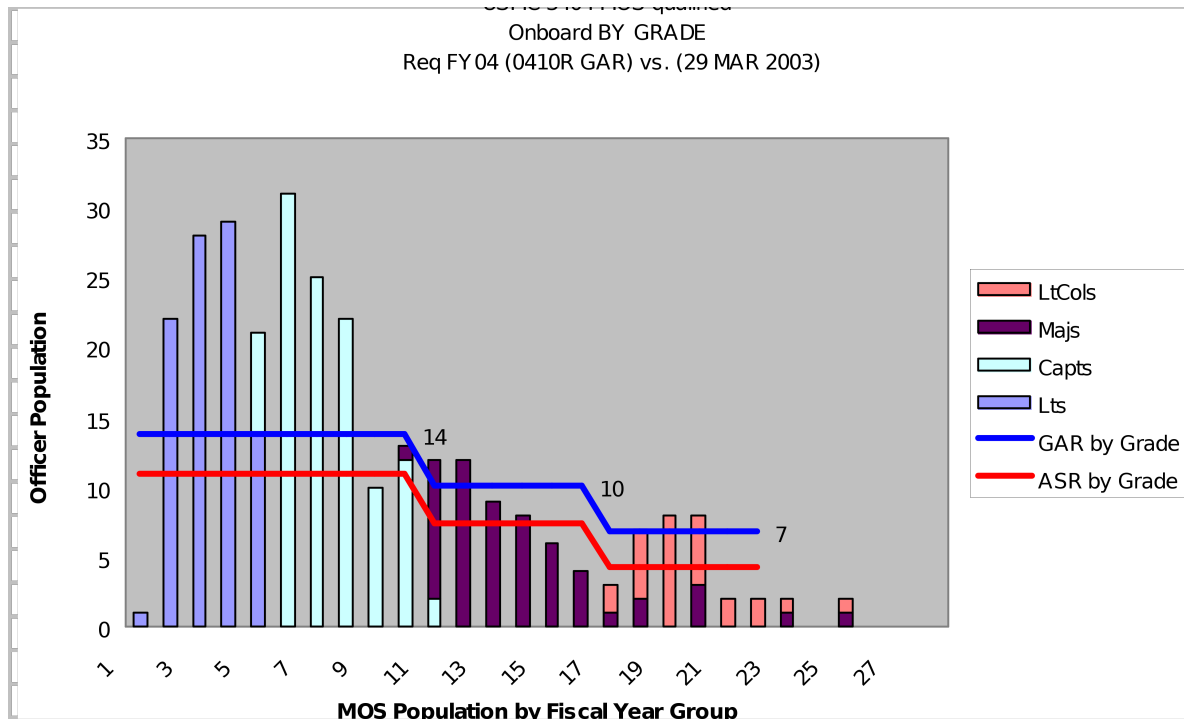
AGENDA



- Status of Force (3404s)
- Grass Roots Working Group Review
 - 34XX Way Ahead Course of Actions Presentation
 - Senior Financial Management Open Discussion on COAs
- What's on the horizon. . .

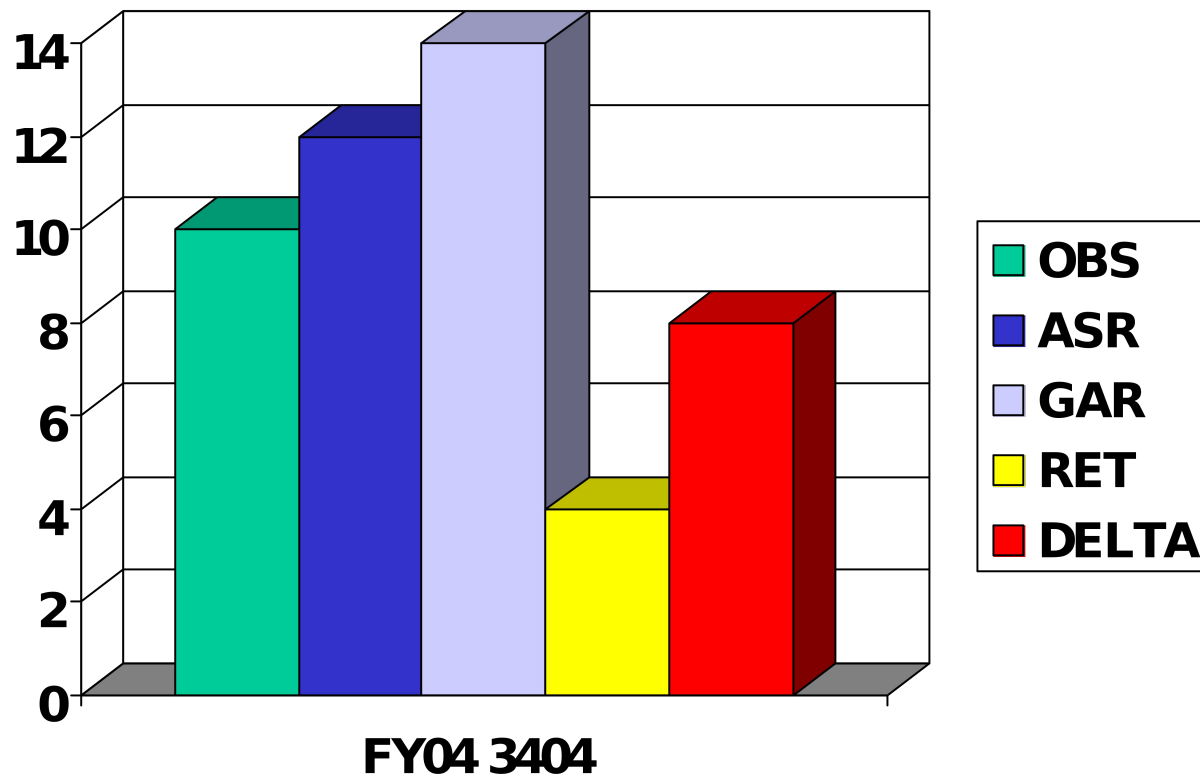


Current Snapshot (FY04 Req vs. Onboard)



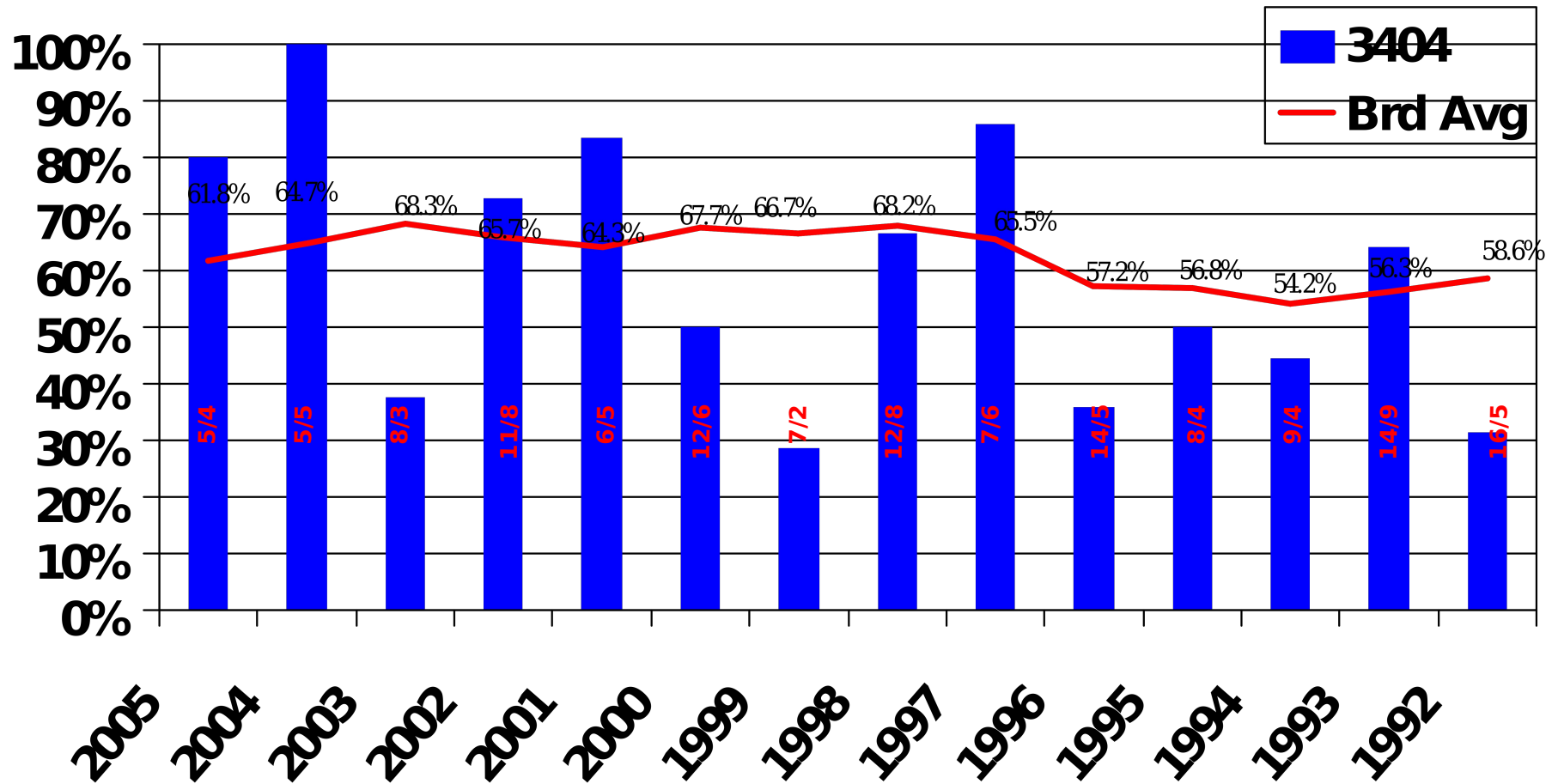
Present Requirement FY04 (All 3404 MOS')						
0410N	Capt/Lt	Lt	Capt	Major	LtCol	Total
Onboard	200	83	117	62	32	294
ASR	111	59	52	44	26	181
ASR(delta)	92	35	57	14	0	106
ASR(%)	180%	141%	225%	141%	123%	162%
GAR	138	69	69	61	41	240
GAR(delta)	62	14	48	1	(9)	54
GAR(%)	145%	120%	170%	102%	78%	123%

FY04 COLONEL REQUIREMENTS





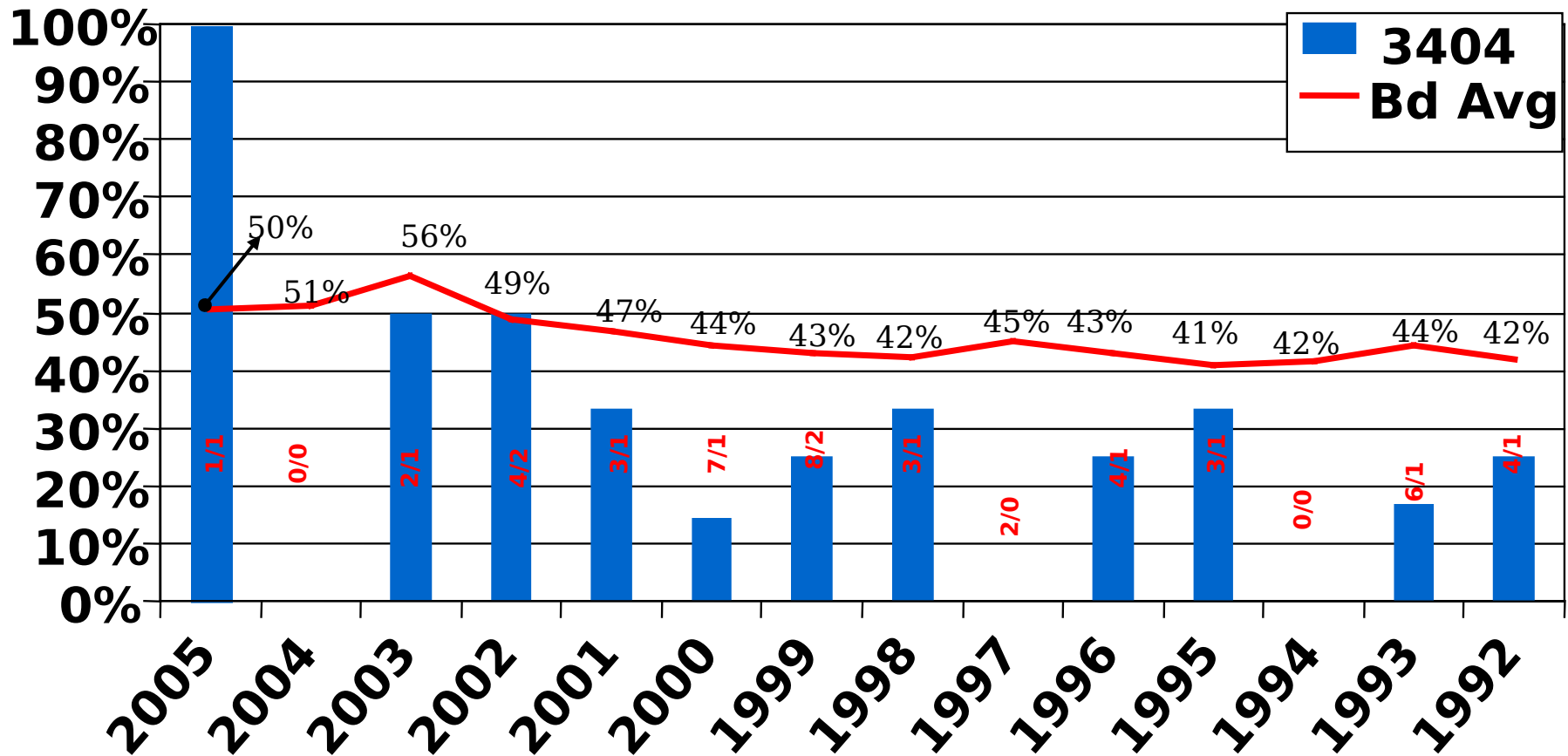
3404 LtCol Selection Rates



* Based on In Zone Population



3404 Col Selection Rates



* Based on In Zone Population

FUTURE STAFFING PROJECTIONS



- Continued limited opportunity for LtCols to fill B Billets
- Continue to fill Col billets with LtCols
- Command Selection & TLS impact (GOOD PAIN)
- Challenge filling emerging requirements plus ASR



The 34XX Grass Roots Working Group Review

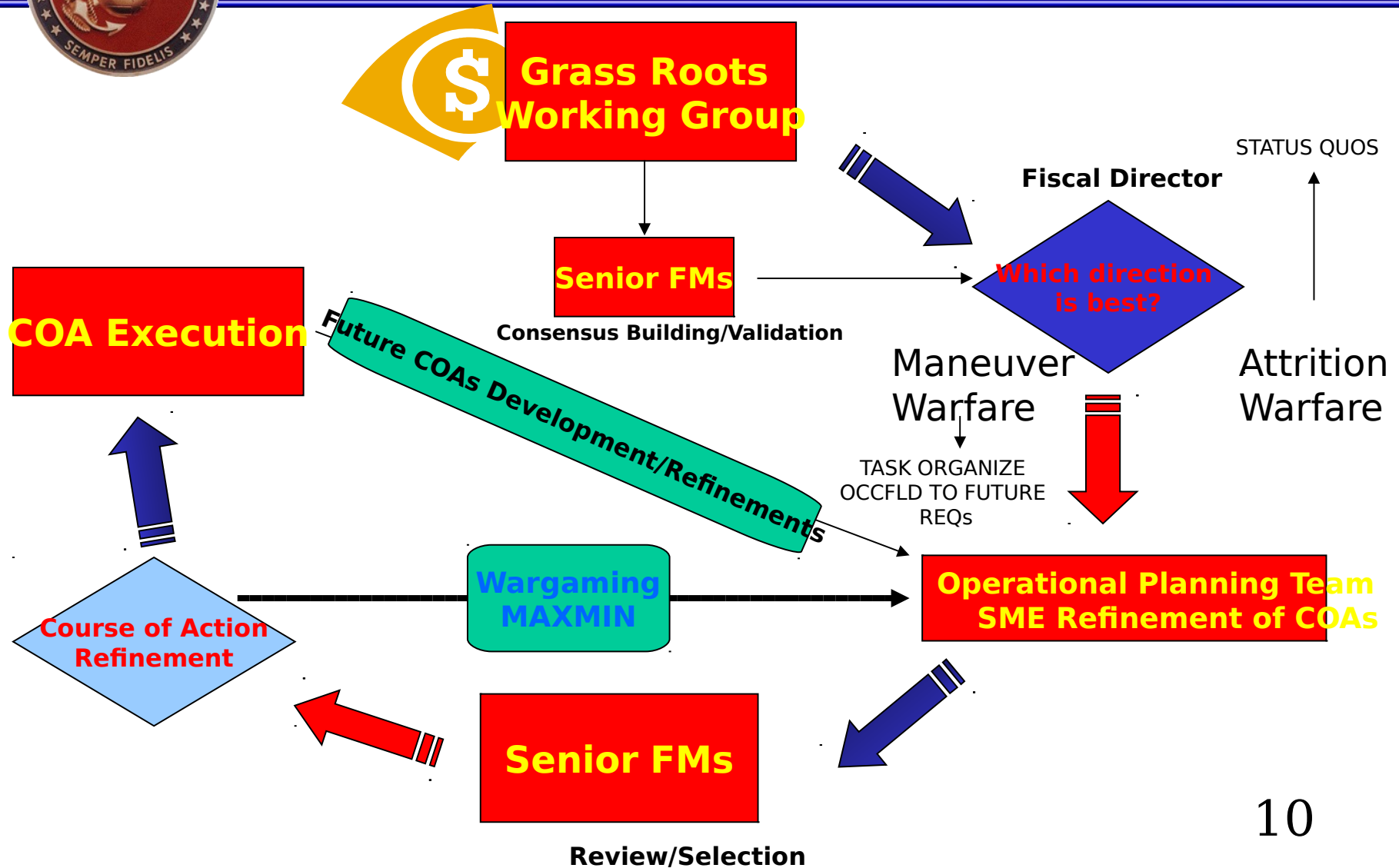
34XX GRASS ROOTS WORKING GROUP



- Fiscal Director Message 041818ZMAR04
- Begin development of a common vision for the 34XX MOS Way Ahead
- Initial COAs concept development for the 34XX way ahead
- 23-25 March 04, Executive Decision Room, Navy Annex



WAY AHEAD COURSE OF ACTION DEVELOPMENT





PARTICIPANTS

- **LtCol Mark Hensen**, Comptroller 2nd MAW
- **LtCol Eric Kessler**, MCTFS Officer, DFAS
- **LtCol David Tagg**, Comptroller 2d MARDIV
- **LtCol John Chadwick**, Head Base Ops Programs, MFP
- **LtCol Michael Taylor**, 1st FSSG Comptroller
- **Maj Paul Deutsch**, Disbursing Officer, MCB Camp Lejeune
- **Maj Kim Stephens**, Deputy Ground Budget Officer, MFL
- **Maj Ken Wheeler**, Retension Officer, MPP-30
- **LtCol Thomas Fuhrer**, CO FMS, TECOM
- **Maj Robin Gallant**, MPMC Budget Analyst, RFM, P&R
- **Maj Jacqueline Melton**, Asst Head, RFA
- **Capt Lisa Doring**, ADO 1st FSSG Disbursing
- **Capt Carlos Ybarra**, Military Comptroller, DFAS-HQ Washington DC
- **CWO5 Janet Bernhardt**, Resource Specialist, RFA, P&R
- **CWO2 Anthony Garcia**, Dep Disbursing Officer, 1st FSSG Disbursing
- **MSGT Timothy Haddix**, Ops Chief, RFF



COA CONCEPT MISSION & ASSUMPTION

- **Mission**

- Develop Concept COAs for the 34XX Way Ahead

- **Assumptions**

- Create most effective financial management structure for USMC
- Identify structure savings while maintaining resource management capability.



WORKING GROUP AGENDA

- **Discussion Topics**

- MOS Challenges/Concerns
- Utility of the uniformed financial manager
- MOS Mission Statement
- Structure Review
- Operational Reviews (Disbursing & Comptroller)
- Skill Set Review
- Career Path Discussion

- **COA Development**

- Disbursing
- Comptroller

WORKING GROUP METHODOLOGY



- Focus Group Discussions
- Brainstormed
- Operational Planning Teams for initial COAs (Disbursing & Comptroller)
 - Likely USMC missions (Humanitarian Ops, Security & Stabilization Ops, MTWs, Nation Building Ops,
- Collaborative Computer Tools
- Marine Corps Planning Process



KEY OBSERVATIONS & CONCERNS

- **Observations**

- Uniformed financial managers are core enablers (critical) to the combatant commander
- Too much 34XX structure residing within supporting establishments
- 34XX leadership billets should reside at MEFs, MARFORs, HQMC, and on Joint Staffs

- **Concerns**

- Civilianization of Senior FM billets
- Lack of Career Broadening Opportunities
- Grade shaping as a result of military-civilian conversion
- Lack of MOS Doctrine



34XX Operational Flexibility: Key to Road Ahead

*Integrate into the
operational flexibility*

**Sustains
Tempo**

**Extends
Operational
Reach**

**Increases
the
Endurance
of the
Force**



DISBURSING COURSES OF ACTIONS

- **COA 1: MAINTAIN CURRENT STRUCTURE AND CIVILIANIZE MAJORITY OF SUPPORTING ESTABLISHMENT DISBURSERS**
- **COA 2: CO-LOCATE/MERGE WITH ADMIN (01XX)**
- **COA 3: REGIONALIZATION OF DISBURSING OFFICES**
- **COA 4: COMBINED MEF BASE OPS REGIONALIZATION**

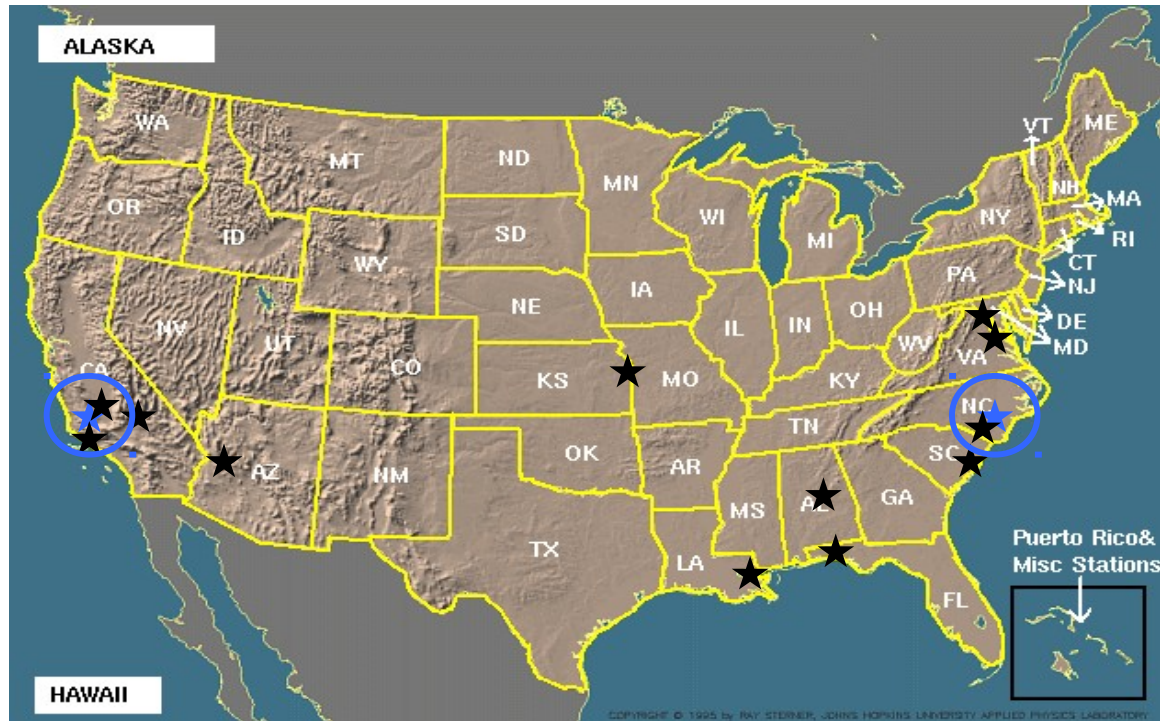
COA1 : MAINTAIN CURRENT STRUCTURE AND CIVILIANIZE MAJORITY OF SUPPORTING ESTABLISHMENT DISBURSERS



- Prioritize by base and station and civilianize as Marines attrite from offices by PCS and EAS.

★ OPFOR

★ SE





COA 1: MAINTAIN CURRENT STRUCTURE AND CIVILIANIZE MAJORITY OF SUPPORTING ESTABLISHMENT DISBURSERS

- Pros

- Personnel savings.
Return trigger pullers.
Added continuity with
civilians in offices.
- Easily achieved.

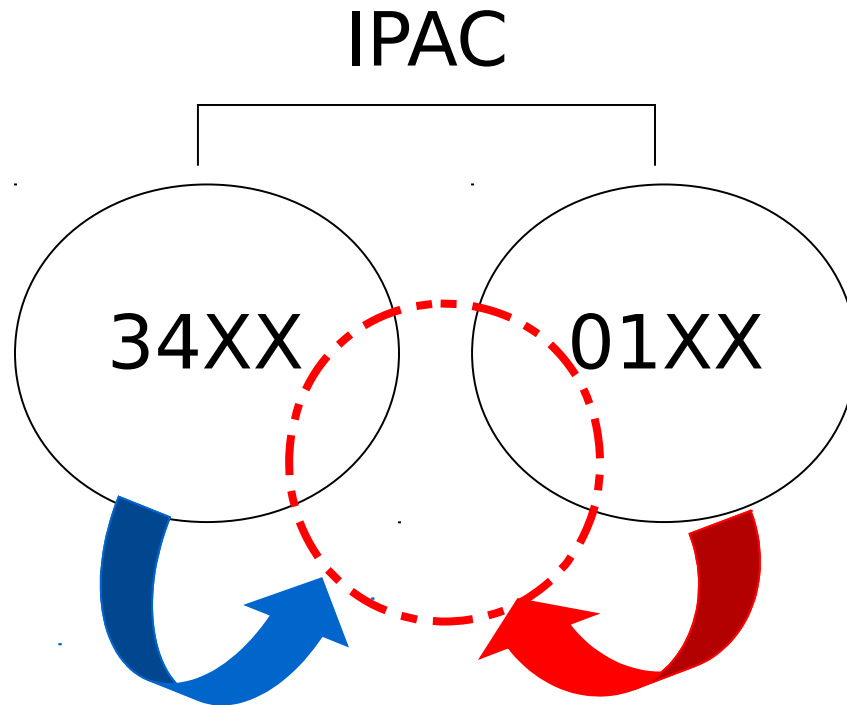
- Cons

- Burnout
- No competitive
assignment opportunities
- Doesn't achieve personnel
savings associated with
regionalization
- Continued lack of control
over CSSD assets for
deployments and training
in preparation for
deployments
- Impacts MOS viability



COA 2: CO-LOCATE/MERGE WITH ADMIN

- Co-locate/merge disbursing offices with the IPACs.



COA 2: CO-LOCAT/MERGE WITH ADMIN (01XX)



- Pros

- Synergy with more expertise in one office (short term)
- More quality control up front
- More assignment opportunities

- Cons

- Dilution of expertise
- Disbursing could become dumping ground for work admin doesn't want to do. (tvI claims etc.)
- Admin taxed already/ more responsibility not in best interest
- Deployed planning and execution affected (reach-back capability)
- Separation of duties may become an issue

COA 3: REGIONALIZATION OF DISBURSING OFFICES

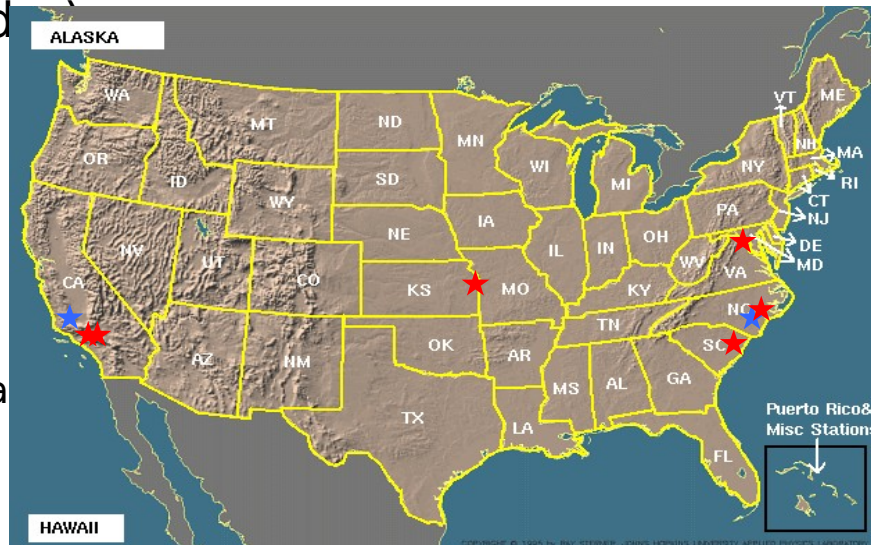


- Consolidate Non-FMF East & West Coast Finance Offices within a major coast installation respectively.
- CSSDs consolidate with parent FSSGs.
- III MEF/ Okinawa and MCRDs remain unchanged.
- Offices eliminated by consolidation leave storefront operations to handle liaison.
- Create Finance Commands at 3 MEFs (C2 under MEF Command)

★ OPFOR

★ SE

★ Okinawa





COA 3: REGIONALIZATION OF DISBURSING OFFICES

- **Pros**

- Synergy with more expertise in one office
- More joint/warfighting presence. Readily assume EA finance/disbursing mission in theater
- Centralize C2 of deployable assets Increased deployment pool
- Ability to improve competency through standardized deployment training
- Personnel savings. Return trigger pullers. Added continuity with civilians in offices
- Potential command opportunity for field grade @ FSSG consolidated office
- Reduced DFAS bill

- **Cons**

- Gives local commander control over organization that supports regional area
- Taking work from DFAS and putting more work on Marine Corps
- Impact on 3402 and 3432: MOS viability



COA 4: COMBINED MEF BASE OPS REGIONALIZATION

- Consolidate all East & West Coast Finance and Disbursing Offices within respective MEFs/Installations.
- Consolidate all overseas Disbursing and Finance Offices in Okinawa.
- Create Finance Commands at 3 MEFs (C2 under MEF Commander).

★ OPFOR
★ SE





COA 4: COMBINED MEF BASE OPS REGIONALIZATION

- **Pros**

- Synergy with more expertise in one office
- Centralize C2 of deployable assets Increased deployment pool
- Ability to improve competency through standardized deployment training
- Personnel savings. Return trigger pullers. Added continuity with civilians in offices
- Potential command opportunity for field grade @ FSSG consolidated office
- More joint/warfighting presence. Readily assume EA finance/ disbursing mission in theater
- Reduced DFAS bill

- **Cons**

- Perception of Operating Forces commander being affected by requirement to provide support to supporting establishment
- Gives local commander control over organization that supports regional area
- Taking work from DFAS and putting more work on Marine Corps
- Impact on 3402 and 3432: MOS viability
- Potential Burnout



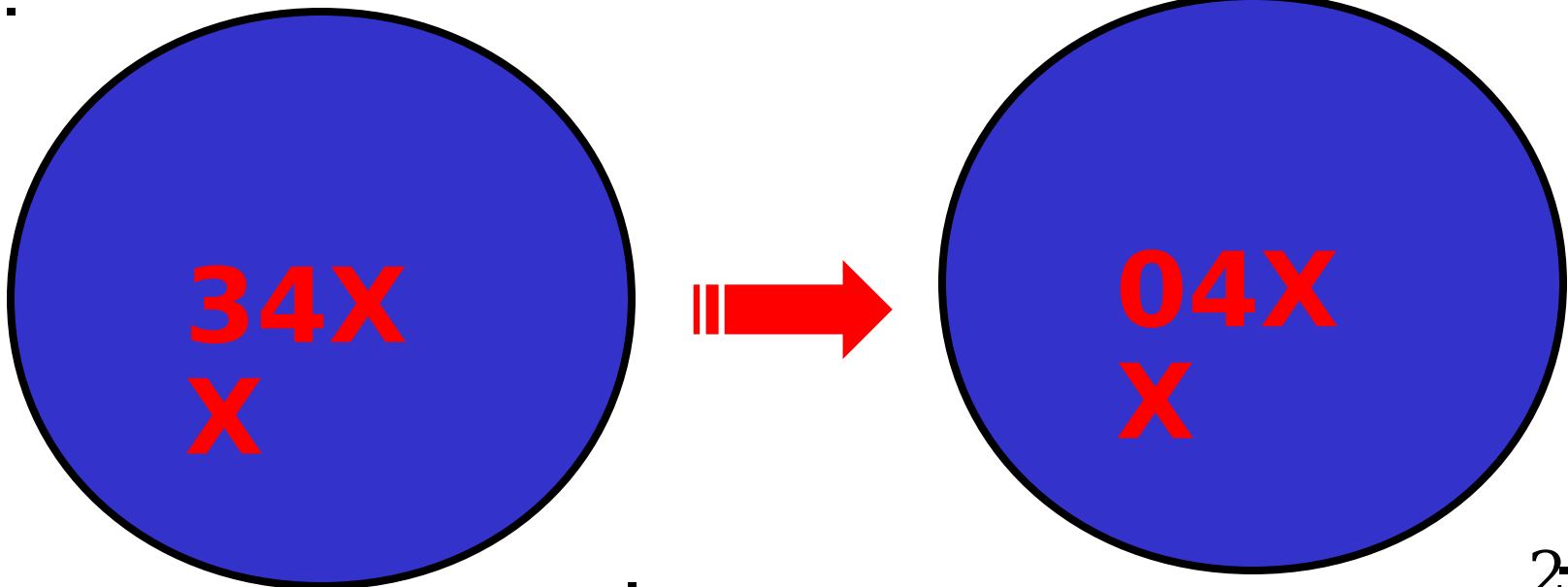
COMPTROLLER COURSES OF ACTIONS

- **COA 1**: MERGE WITH THE LOGISTICS/SUPPLY COMMUNITY
- **COA 2**: FINANCIAL MANAGEMENT BECOMES A PRIMARY MOS AFTER FIRST TOUR...
- **COA 3**: CIVILIANIZE SUPPORTING ESTABLISHMENTS
- **COA 4**: CONSOLIDATE COMPT OPS @ MEF/BASE LEVEL



COA 1: MERGE WITH THE LOGISTICS COMMUNITY

- In conjunction with the “Logistics Modernization” efforts (GCSSS).
- Re-designate 3404s as 0402/3002





COA 1: MERGE WITH THE LOGISTICS COMMUNITY

- **Pros**

- Increase synergy between logistics and FM
- Increase competitiveness
- Provides versatility for Commander, more MAGTF officers
- Broaden professional development and experience

- **Cons**

- Dilutes FM military expertise
- Relies heavily on civilian expertise

COA 2: FINANCIAL MANAGEMENT BECOMES A PRIMARY MOS AFTER FIRST TOUR



- No initial MOS assignments as 3404 Financial Managers
- Through augmentation/career designation process and volunteers for lateral moves

COA 2: FINANCIAL MANAGEMENT BECOMES A PRIMARY MOS AFTER FIRST TOUR



- **Pros**

- Continues effective financial management support for USMC
- Operational experience prior to first assignment as financial management
- Company Grade command experience
- Improves competitiveness, creates more MAGTF officers

- **Cons**

- No constant base to grow field grade officers
- Could break the MOS, losing skill set completely
- Expectations of Capt in first tour at FM may be higher than capability



COA 3:CIVILIANIZE SUPPORTING ESTABLISHMENT

- **Pros**

- FM becomes OpFor centric to support forward operations & joint FM tours
- Continues effective FM support for USMC
- Improves competitiveness, creates more MAGTF officers
- Increases deployment opportunities
- Promotes continuity for long term operations

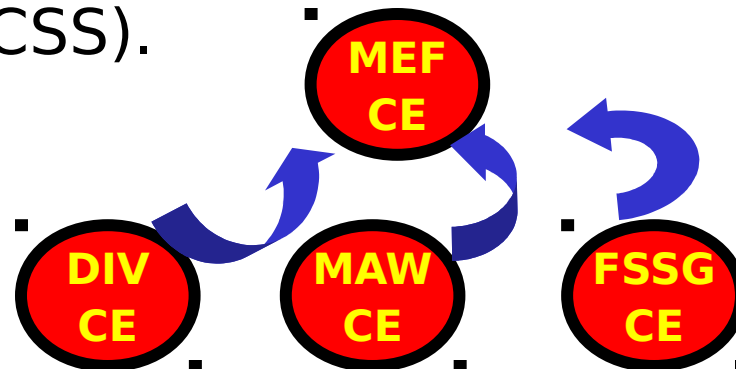
- **Cons**

- Reduced SE skills for POM development and participation
- Reduced OpFor perspective at the SE
- Reduced skills to serve at HQMC or be MARFOR comptroller (with SE and OpFor perspective)
- Reduction of new ideas and fresh blood

COA 4: CONSOLIDATE COMPT OPS @ MEF/BASE LEVEL



- Establish a Resources Center/Command (contracting, logistics, FM combined)
- Consolidate operational forces comptroller divisions at the MEF HQs.
- Consolidate all accounting functions within a MEF/Base MAO.
- . . .in conjunction with the Logistics Modernization efforts (Global Combat Service Support-GCSS).





COA 4: CONSOLIDATE COMPT OPS @ MEF/BASE LEVEL

- Pros

- Co-location of functions: contracting, supply, logistics and FM.
- Manpower and financial efficiencies gained in multiple disciplines.
- FM control lies where the 1517 exists.
- Creating more MAGTF officers

- Cons

- Potentially eliminates MOS
- Potentially less responsive
- Inability of MSC Commanders to re-prioritize requirements
- Paradigm shift
- Must wait on support system development



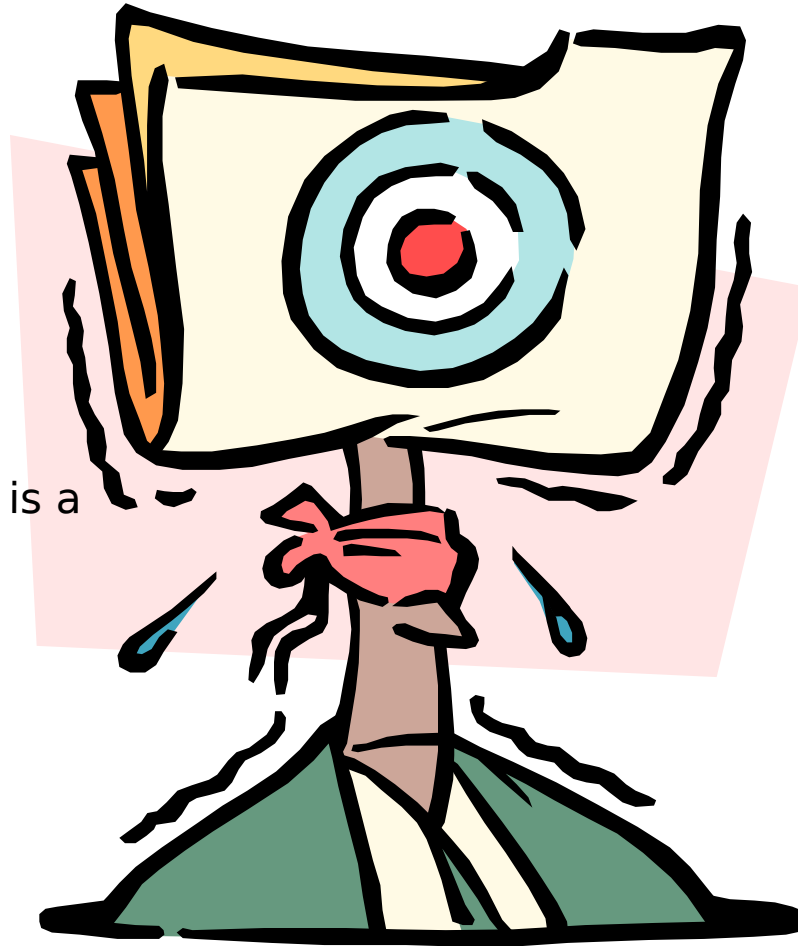
OPEN DISCUSSION ON COAs

It can be done!

Remain calm. Be kind.

Perpetual optimism is a force multiplier.

Have a vision. Be demanding



It ain't as bad you think.
It will look better in the morning

Get Mad, then get over it.

We are in this together.
Share credit.

Be careful what you choose. You may get it.

-Colin Powell's Rules 34



WHAT'S ON THE HORIZON

- Acquisition MOS at LtCol Level
- Logistics Modernization Task Force
- MR&A MIL-CIV Conference 5-6 May
- NAS Review of USMC Financial Management Billets
- Professional Military Comptroller Course
- Navy Practical Comptroller Course

LeJeune Disbursing Consolidation



- MROC directed test under 5th Element
- Paper update in June
- Comeback Brief this Nov/Dec
- Issues
 - Ownership
 - Training
 - Deployability
 - Service



Backup Slides

DEPARTING THOUGHTS & RECOMMENDATIONS



- Incremental Approach. (Answer current requirement)
 - Take small decisive steps.
 - Conduct internal community billet validation.
 - Reconstitute opfors comptroller ops by realigning the SE billets to the OPFORs.
- Consolidate/regionalize disbursing functions and select comptroller functions
- Collocate with 3002s and 0402s—get closer to the fight.
 - Establish 3404s/3451s billets within the REGs/MAGs.
 - Place 3451s with FSSG Disbursing Office
 - Too early to consider merging with 04XX/30XX/01XX
 - 3002s are reducing structure and merging with 0402s at the field grade level.
 - 01XX still reducing/reorganizing MOS
 - Today, cons are too persuasive—break more than we'll fix
- Establish billets within the joint community. What will we give up?

COAS COUPLING



- **COA (RFF.1)**
 - **Disbursers : MAINTAIN CURRENT STRUCTURE AND CIVILIANIZE MAJORITY OF SUPPORTING ESTABLISHMENT DISBURSERS**
 - **Comptrollers COA : CIVILIANIZE SUPPORTING ESTABLISHMENTS**



COUPLING OF COAs

- **COA (RFF.2)**

- Disbursing COA MERGE/CONSOLIDATE WITH ADMIN
- Comptroller COA FINANCIAL MANAGEMENT BECOMES A PRIMARY MOS AFTER FIRST TOUR CONSOLIDATE WITH THE LOGISTICS/SUPPLY COMMUNITY

CHALLENGES OF THE 34XX MOS



- Relevancy to Commanders
- Career Path
- Integration (Functions & Systems)
- External Disciplines
- Garrison vs Contingency
- Distinct Functions
- Balancing Fwd & Rear operations
- Exploiting joint opportunities
- No MOS Advocacy
- CSS? CSS Implied? Role
- Distribution of Manpower
- Lack of understanding
- MOS Education
- Streamlining the MOS w/o overtaxing the MOS with reduce structure
- Structuring the MOS to meet current and future need of the Marine Corps



MOS SKILL SET DISCUSSION

- Appropriation Law
- Supply
- Administration
- Contracting
- Managerial Accounting (ABC Model)
- Analytical Skills
- Base Operations

3 Distinct Areas of Development



- Tactical Level of War
- Operational Level of War
- Strategic Level of War



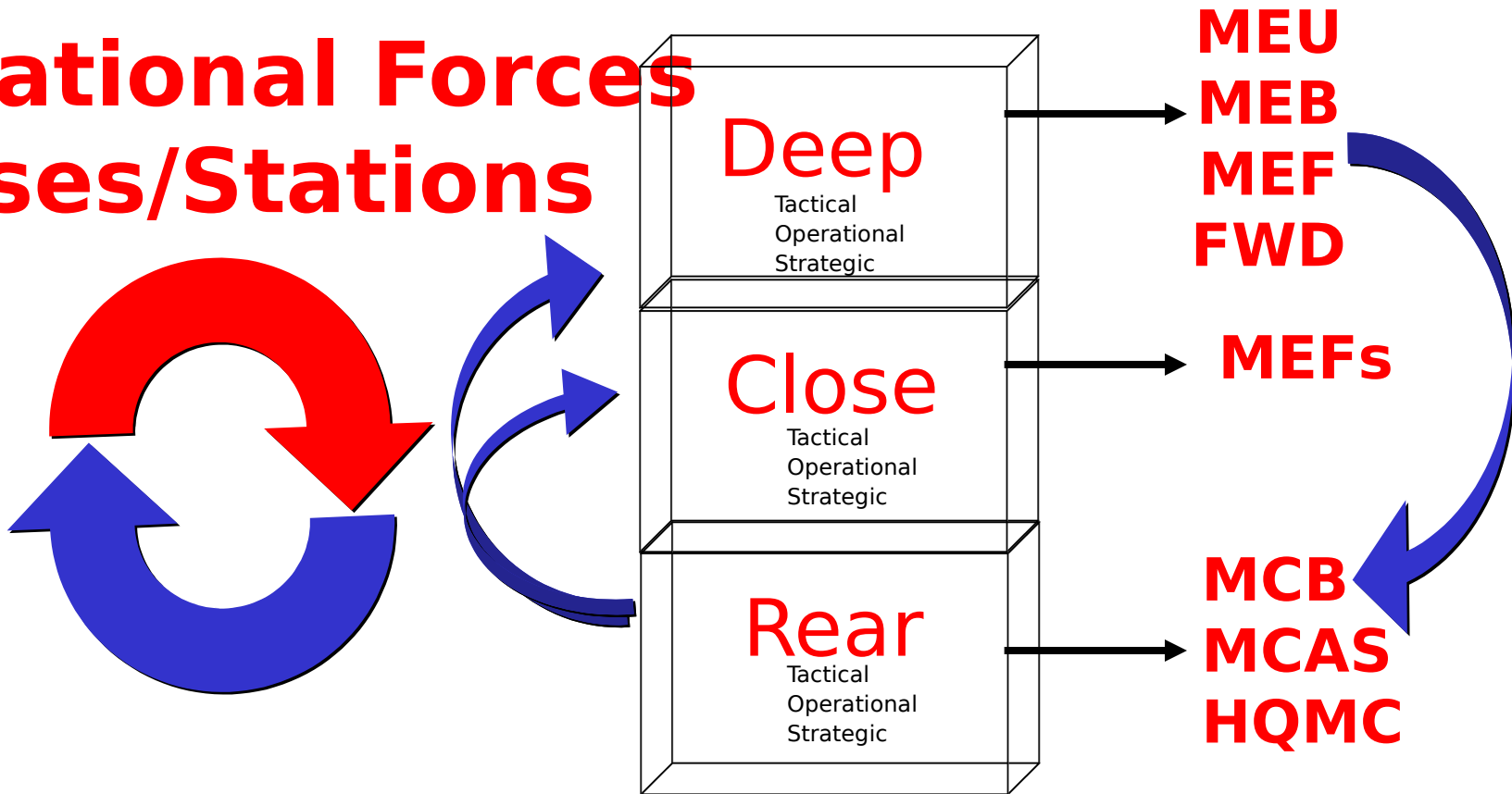
MOS CAREER PATH

- Operational Forces PMOS Billets
- Select SE billets (comptroller & regional disbursing/finance officer)
- B Billets
- Joint Billets
- Career Level Schools “Top Priority”
- NPGS good to have

CONCEPT OF "Single Battle"



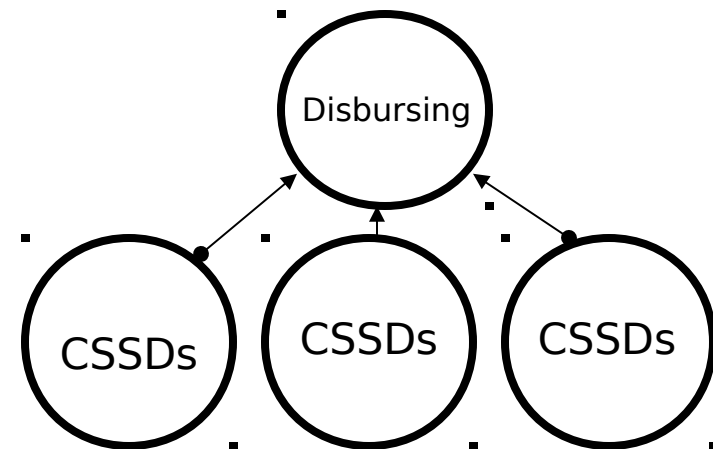
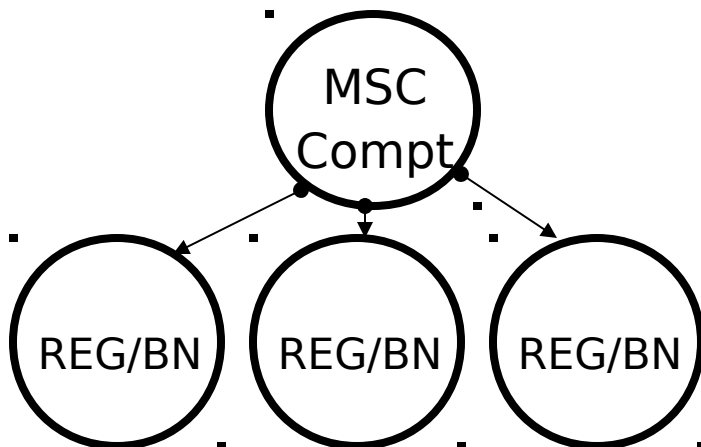
**Operational Forces
Bases/Stations**





Tactical Level of War

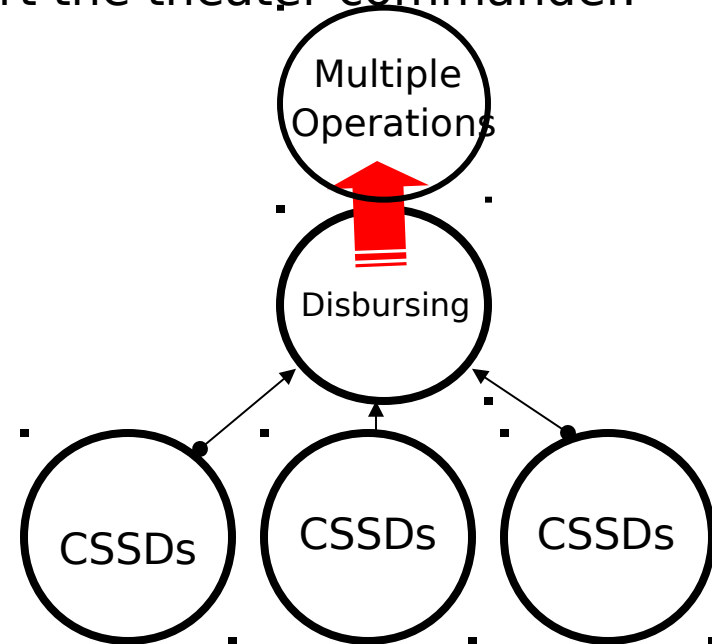
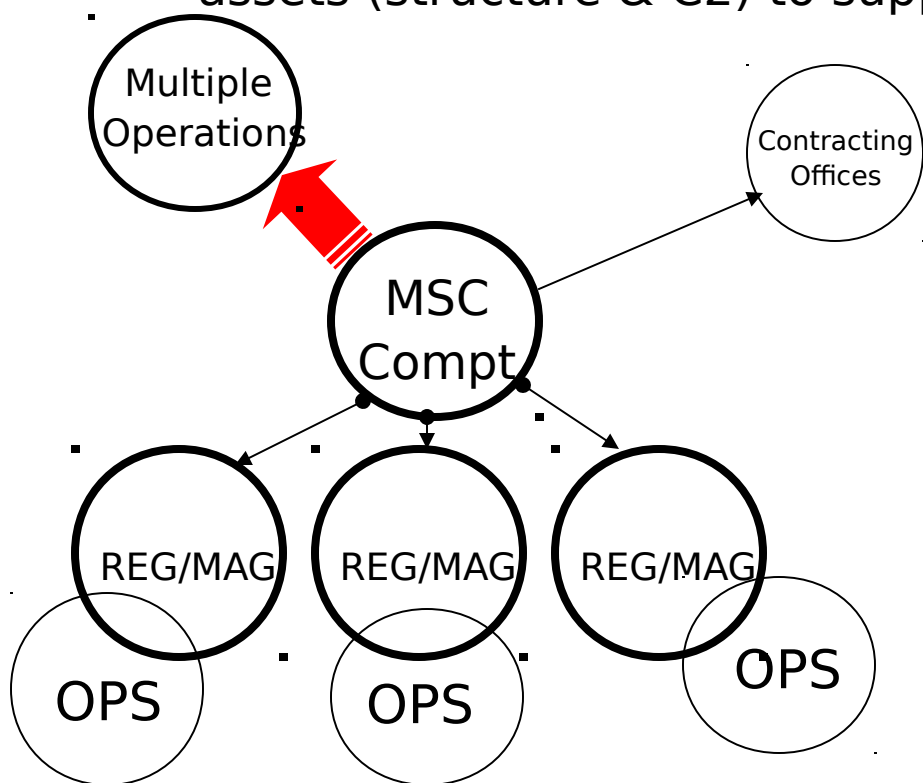
- Area of Focus: Operational support to the Local Commander. Answers current requirements.
- Actions: Realignment of assets (structure & C2) to support the local commander
- PROS: Supports skill requirements, capitalize on expertise
- CONS: Centralization/Decentralization





Operational Level of War

- Area of Focus: Operational support to the Theater Commander. Answers current/future requirements. Supports GCSSS.
- Actions: Realignment of assets (structure & C2) to support the theater commander.





Strategic Level of War

- Area of Focus: Operational support to the Theater Commander. Answers current/future requirements.
- Actions: Incrementally organize 34XX Community to support the GCSSS concept.

